ASSIGNMENT 3

Textbook Assignment: Chapter 3, "Leadership," pages 3-1 through 3-23.

3-1. Which, if any, of the following levels of management contains chief petty officers?

1. Top
2. Middle
3. Operating
4. None of the above

3-2. In which of the following types of planning are chiefs normally involved?

1. Single–use
2. Standing
3. Strategic
4. Both 2 and 3 above

3-3. What type of planning involves activities that will occur in 2 to 5 years?

1. Strategic
2. Standing
3. Procedures
4. Single-use

3-4. Which of the following plans gives broad general statements of expected behavior?

1. Policies
2. Procedures
3. Rules and regulations
4. Organizational objectives

3-5. Which of the following plans are detailed standing plans?

1. Policies
2. Procedures
3. Rules and regulations
4. Organizational objectives

3-6. What type of organizational document should you use to help avoid crisis management?

1. The command policies
2. The command procedures
3. The command organizational objectives
4. The command's rules and regulations

3-7. Which of the following statements concerning rules and regulations is true?

1. They are standing plans
2. They state what you may or may not do in a given situation
3. Commands use them to ensure personnel comply with command policy
4. Each of the above

3-8. Which of the following types of control is expressed in numerical terms, usually by category and over a period of time?

1. Budget
2. Policy
3. Program
4. Project

3-9. Single-use plans are developed from which of the following plans?

1. Strategic
2. Programs
3. Projects
4. Budgets

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3-10. Which of the following statements defines management by objectives (MBO)?

1. MBO states a specific goal and gives the major steps, the timing of the steps, and the resources required
2. Supervisors set the goals and subordinates have no input to the planning process
3. Supervisors and subordinates set overall goals for the organization together
4. MBO states the amount of time, money, personnel, and other resources to be used

3-11. The purpose of MBO is to set clearly defined goals everyone can understand.

1. True
2. False

3-12. What principle is MBO based on?

1. People are more willing to work toward a goal they are committed to
2. People will do everything possible to meet the goals they set
3. Both 1 and 2 above
4. Supervisors should set all the goals because workers are basically lazy

3-13. Which of the following items is NOT a disadvantage of management by objectives?

1. It may cause leaders to overlook objectives that cannot be measured
2. It forces leaders to focus on important objectives
3. It requires more time to use
4. It increases paperwork

3-14. You will find the work requirements for your division in which of the following divisional documents?

1. Strategic plans
2. Single-use plans
3. Rules and regulations
4. All of the above

3-15. What is the first step in setting goals for work requirements?

1. Identify the difference between the real and ideal situation
2. Develop a single–use plan to implement the change
3. Recognize the real situation in your division
4. Make a commitment to change

3-16. Which of the following statements defines the goal setting criteria of being behavior specific?

1. Specifies the necessary action to take
2. Provides a time schedule or deadline for reaching the goal
3. Specifies criteria or check points for accomplishing the goal
4. Tests your ability, but has at. least a 50 percent chance of being attained

3-17. The goal setting criteria of being measurable is defined by which of the following statements?

1. The goal tests your ability, but has at least a 50 percent chance of being attained
2. The goal specifies criteria or check points for accomplishing the goal
3. The goal provides a time schedule or deadline for reaching the goal
4. The goal specifies the necessary action to take

3-18. Which of the following statements defines realistic but challenging goal setting criteria?

1. Tests your ability, but has at least a 50 percent chance of being attained
2. Specifies criteria or check points for accomplishing the goal
3. Provides a time schedule or deadline for reaching the goal
4. Specifies the necessary action to take

3-19. Which of the following statements defines time-phased goal setting criteria?

1. Tests your ability, but has at least a 50 percent chance of being attained
2. Specifies criteria or check points for accomplishing the goal
3. Provides a time schedule or deadline for reaching the goal
4. Specifies the necessary action to take

3-20. If a task does not fit into the priority of urgent, important, or important/urgent, when should you do the task?

1. Whenever you find time
2. Before the urgent task
3. Before the important task
4. Before the urgent/important task

3-21. Why should you use strengths, weaknesses, opportunities, and threats (SWOT) analysis?

1. To determine where the division needs improvement
2. To determine opportunities available to the division
3. To determine if there are any obstacles the division must overcome
4. All of the above

3-22. What would an available school quota be classified as during a SWOT analysis?

1. Strength
2. Weakness
3. Opportunity
4. Threat

3-23. You must assign a person to a billet that requires completion of a personnel qualification standard. When, if ever, is the person considered qualified to fill the billet?

1. When the assignment is made
2. When the person completes the personnel qualification standard
3. When the service record entry documenting completion of the personnel qualification standard is made
4. Never

3-24. Trying to anticipate problems and making corrections before problems occur requires which of the following types of control?

1. Quality
2. Feedback
3. Concurrent
4. Feedforward

3-25. Which of the following types of control involves making corrections after an event happens?

1. Feedforward
2. Concurrent
3. Feedback
4. Quality

3-26. Which of the following types of control involves making changes as an event occurs?

1. Quality
2. Feedback
3. Concurrent
4. Feed forward

3-27. An inspection of the raw input for defects is what type of quality control?

1. Quality circle
2. Zero defects
3. Feedforward
4. Feedback

3-28. Which of the following types of quality control is based on doing the job right the first time?

1. Quality circle
2. Zero defects
3. Feedforward
4. Feedback

3-29. Which of the following types of control is measurable?

1. Plan of action and milestones
2. Critical path method
3. Gantt chart
4. Each of the above

3-30. Which of the following types of control was developed by the Navy while constructing the Polaris missile?

1. Plan of action and milestones
2. Critical path method
3. Gantt Chart
4. PERT

3-31. When constructing a PERT network, what is the fourth step?

1. Control the project
2. Find the critical path
3. Look for ways to improve the project
4. Define the order needed to complete the component task

3-32. Which of the following statements identifies the basic difference between PERT and CPM?

1. CPM requires only one time estimate
2. CPM includes a cost estimate as well as time estimates
3. CPM assumes you have some experience in performing each component task
4. Each of the above

3-33. As an element of effective control, your subordinates expect you to control their work by comparing it to a set standard.

1. True
2. False

3-34. When you evaluate your control system to eliminate unnecessary costs, you are using which of the following elements of effective control?

1. Effectiveness
2. Acceptance
3. Timeliness
4. Accuracy

3-35. A person who gives advice to the commanding officer would belong to which, if any, of the following types of organization?

1. Line
2. Staff
3. Functional
4. None of the above

3-36. A major department responsible for accomplishing the mission of the command belongs to which of the following types of organization?

1. Line
2. Staff
3. Functional
4. Each of the above

3-37. A functional organization is defined by which of the following statements?

1. Does not have authority over line departments
2. Is responsible for accomplishing the command mission
3. Has authority over all parts of the command in ensuring its special function is met
4. Gives advice to line departments

3-38. The division of work is explained by which of the following organizational concepts?

1. Chain of command
2. Unity of command
3. Span of control
4. Specialization

3-39. The order of control within an organization is defined by which of the following terms?

1. Chain of command
2. Unity of command
3. Span of control
4. Specialization

3-40. How many people can one person effectively supervise?

1. 5
2. 10
3. 12
4. 13

3-41. The order of authority within an organization is explained by which of the following organizational concepts?

1. Chain of command
2. Unity of command
3. Span of control
4. Specialization

3-42. Delegating your authority is an outstanding way to train subordinates for positions of greater authority.

1. True
2. False

3-43. Which of the following statements concerning authority is correct?

1. Most authority in the Navy is delegated
2. Subordinates usually accept authority readily
3. Subordinates must recognize you have authority over them before your authority exist
4. Each of the above

3-44. When you tell a junior enlisted person in another division or work center to get a haircut, you are exercising which, if any, of the following types of authority?

1. Line
2. Staff
3. Functional
4. None of the above

3-45. The use of threats or negative rewards is the use of which of the following types of power?

1. Expert
2. Referent
3. Coercive
4. Informational

3-46. When you influence others through the use of your specialized knowledge, you are exercising which of the following types of power?

1. Expert
2. Referent
3. Coercive
4. Informational

3-47. Which of the following types of power do you have simply because people identify with you being a chief?

1. Expert
2. Referent
3. Coercive
4. Informational

3-48. Which of the following statements concerning leadership is true?

1. It is the motivating force that leads to coordinated action and unity of effort
2. Leaders must encourage, inspire, teach, stimulate, and motivate all individuals of the organization
3. You should never let a subordinate be criticized or penalized by anyone but yourself
4. Each of the above

3-49. A leader who believes people must be coerced, controlled, directed, or threatened is using which of the following leadership theories?

1. W
2. X
3. Y
4. Z

3-50. Immediate compliance to orders, tight job control, and numerous detailed reports on jobs are characteristics of which of the following leadership styles?

1. Coach
2. Coercer
3. Affiliatior
4. Pacesetter

3-51. Which of the following definitions identifies the authoritarian style of leadership?

1. Negative feedback is given and name calling is frequent
2. Motivation is generated through threats of discipline or punishment
3. Rewards are given for personal characteristics and punishment is rare
4. Clear direction is given with no doubt about who makes the final decisions

3-52. Leaders who would rather do the job themselves, set high standards, expect self–direction, and have trouble delegating authority, exercise which of the following leadership styles?

1. Affiliator
2. Pacesetter
3. Democratic
4. Coach

3-53. A democratic leadership style would be particularly harmful in a drill or battle condition for which of the following reasons?

1. It requires time for meetings
2. The leader lacks control of the group
3. Both 1 and 2 above
4. It takes authority away from subordinates

3-54. What leadership style is well suited to a counselor but would have a negative effect on a work center operating on a tight schedule?

1. Authoritarian
2. Affiliator
3. Democratic
4. Coach

3-55. When you prepare your work center for inspection by incorporating preparation for inspection into the daily routine, you are demonstrating which of the following management skills?

1. Concern for standards
2. Concern for efficiency
3. Planning and organizing
4. Supervising for effective performance

3-56. You would exhibit the leadership skill commitment to the command's mission by taking which of the following actions?

1. Seeing yourself as a leader
2. Making yourself available to answer questions
3. Using threats or your authority to influence others
4. Acting with the best interest of the command in mind

3-57. Which of the following statements describes the action you should take in developing others?

1. Use the proper setting and timing for optimum impact
2. See yourself as someone who makes things happen
3. Provide constructive feedback to subordinates
4. See yourself as a leader

3-58. Which of the following personal characteristics is defined as confronting issues directly and insisting others recognize your place in the chain of command?

1. Concern for achievement
2. Analytical problem solving
3. Persistence
4. Assertiveness

3-59. Which of the following personal
characteristics is defined as being
a self–starter, seeing problems, and
taking action to correct the
problems without being told?

1. Interpersonal awareness
2. Assertiveness
3. Persistence
4. Initiative

3-60. Which of the following is a benefit
of Total Quality Management?

1. Increased pride of workmanship
among individual workers
2. Improved sustainability caused
by extended time between
equipment failures
3. Streamlined maintenance and
production processes
4. Each of the above